



# The Art of Options Counseling

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# AoA and CMS Technical Assistance Partners for ADRC and MFP



## Technical Assistance Resources

- ▶ Weekly ADRC Electronic Newsletters
- ▶ Websites ([www.adrc-tae.org](http://www.adrc-tae.org); [www.mfp-tac.com](http://www.mfp-tac.com))
- ▶ Resource Materials
- ▶ Examples from the Field
- ▶ Grantee Surveys

## Building a Grantee Community

- ▶ Teleconferences/Webinars
- ▶ Trainings
- ▶ National Meetings
- ▶ Online Forum

# Foundations of Options Counseling

- Options Counseling as a key component of Aging and Disability Resource Centers (ADRCs)
- Providing individuals support they need to make informed decisions about LTC to prevent or delay unnecessary institutionalization
- AoA/CMS National Vision for ADRCs
  - ▶ In every community
  - ▶ Key to success of MFP, MDS Section Q, Care Transitions, Community Living Program, VD-HCBS and other Participant-directed programs



# AoA National Options Counseling Standards Development

- Group of 19 state grantees, local program sites, experts, and stakeholders contributing through regular monthly meetings
  - ▶ Clarity about definition of OC
  - ▶ Identify how options counseling intersects with all ADRC functions
- States pilot and test their own standards
- Consensus on a comprehensive set of minimum national standards for OC

# Emerging from Ongoing Discussion: the Essential Components of Options Counseling

- a personal interview
- assisting with the identification of choices available (including personal, public, and private resources)
- facilitating a decision-support process (weighing pros/cons of various options)
- assisting as requested and directed by the individual in the development of an action plan
- connecting to services (when services are requested and assistance in connecting is requested or needed)
- follow-up

# Introductions

## ■ Who are we?

- ▶ Maurine Strickland
- ▶ Devon Christianson

## ■ Who are you?



# Welcome and Introductions

- Introductions
- Session Overview



- ▶ What you Hope to take home today?
- ▶ Brief introduction and history of Aging & Disability Resource Centers in Wisconsin
  - Our structure
  - Competencies
  - State Standards under development

# Session Overview

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## ■ Foundations of Options Counseling

- ▶ What is Decision Support
- ▶ How is Options Counseling different from I & R/Education Models
- ▶ Core Competencies

## ■ Profiles: Hooray for small groups

- ▶ Norman Rockwell
- ▶ When Choices Narrow

## ■ Conclusion



# Learning Objectives

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- To create a better understanding of Options Counseling strategies and how to provide it
- To explore different tools to support this work
- To review person-centered methods integrated into Options Counseling

# What Do You Hope to Take Home?

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- Brain Storm
  - ▶ Goal
  - ▶ Expectations
  - ▶ Big Questions





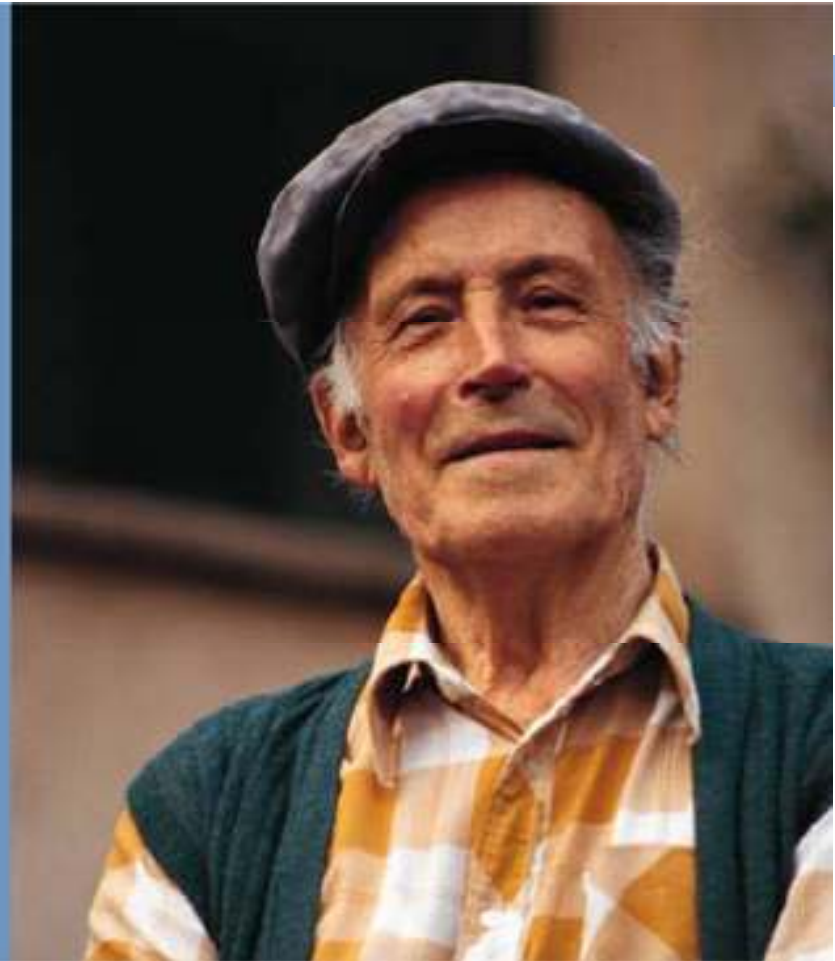






**“The simple idea of an Aging and Disability Resource Center came from observing how often someone who begins trying to help another ends up saying: there must be a way to help, but where do I start?”**

**-Donna McDowell, Bureau of Aging and Disability Resources**



# System Change

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## ■ Massive Systems Change Effort reforming Long-term Care

- ▶ Key Stakeholder Groups
- ▶ Customer Involvement & Representation
- ▶ Statewide Long-term Care Council
- ▶ Resource Center Development Committee

# A New Paradigm



■ Consumers as a burden  Consumers as a solution

- ▶ Shift from Intake Units to Warm Welcoming Doorways
- ▶ Create Customer Delight - not just determine eligibility
- ▶ Listen to how we are doing and change gears - what do customers say about us?
- ▶ Attract a private pay population



# Administration on Aging : ADRC

Aging and Disability Resource Centers...

**every** community in the nation

**highly visible** and **trusted**

people of **all incomes and ages**

information on the **full range** of long term support options

point of entry for **streamlined access** to services

<http://www.youtube.com/watch?v=-lLk8G0TYX4>

# What is Options Counseling?

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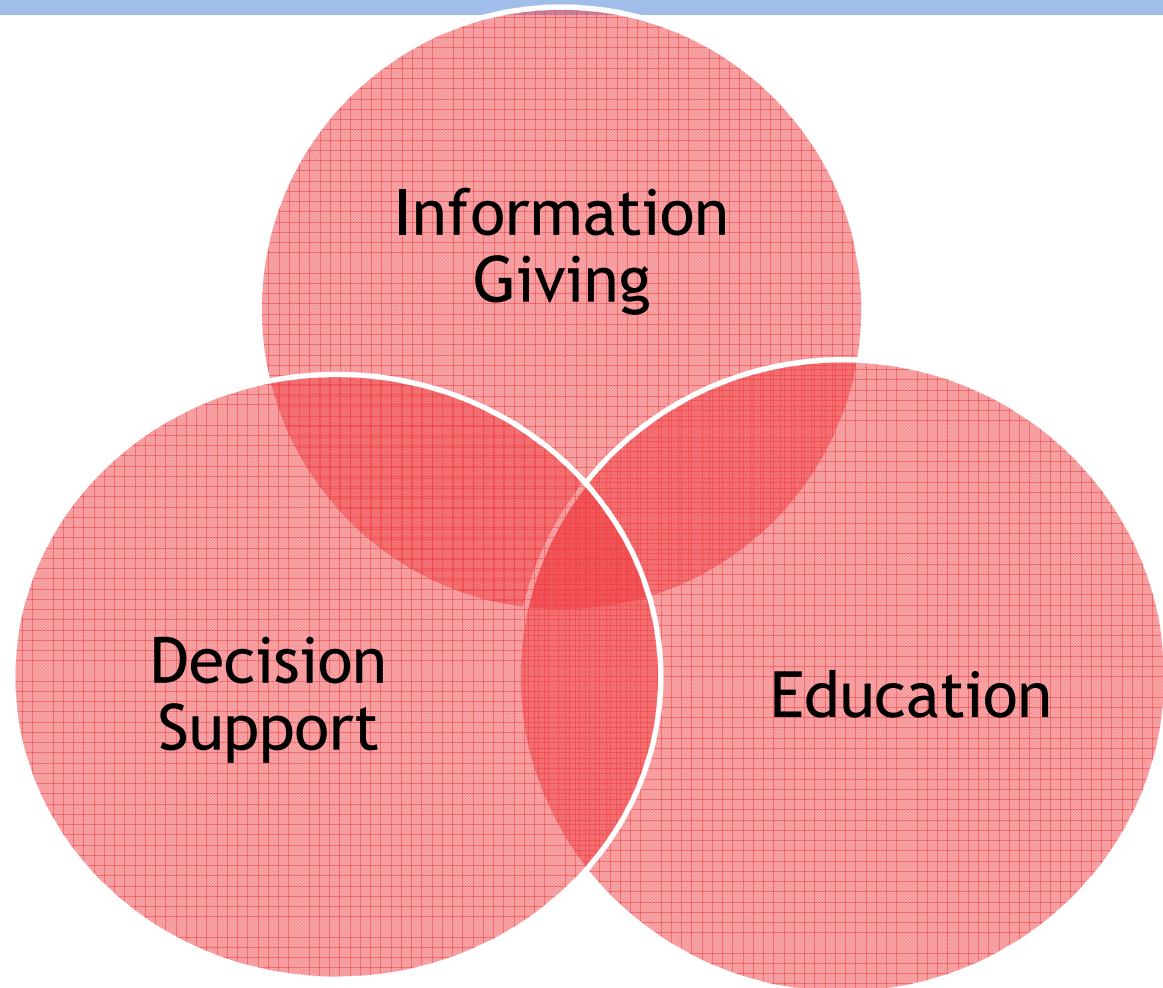
## ■ How is Options Counseling Different from

- I & R?
- Different from I & A?
- Different from Education?

***People Don't Ask for it by name-its  
not on the Christmas List!***

# Options Counseling: A Combination

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# Options Counseling: An Art

*A skillful decision support process*



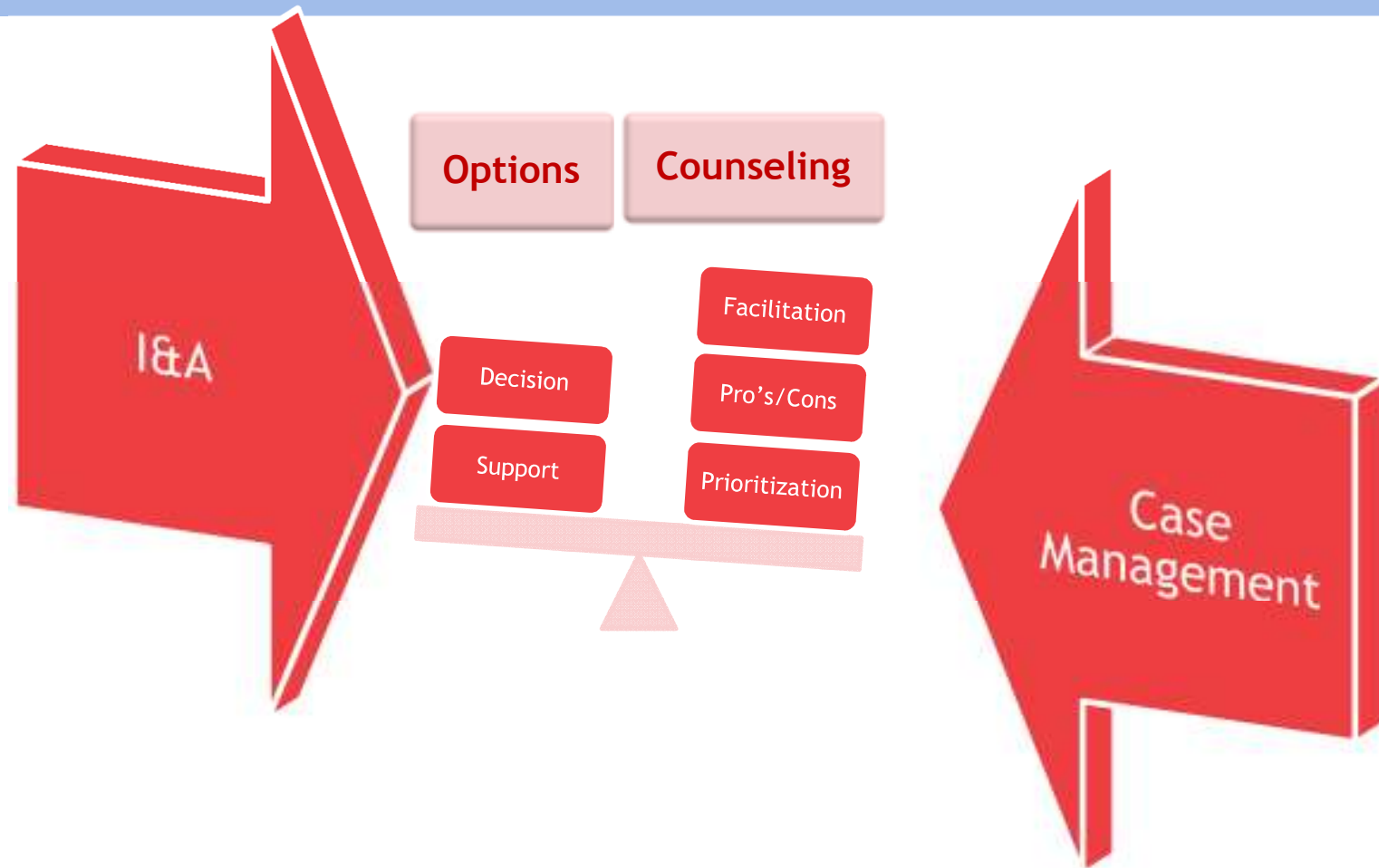
Values are assessed  
Needs,  
strengths/weaknesses are  
explored  
Knowledge is shared

***Then.....***

A knowledgeable, skilled professional moves beyond information giving. Decision making is facilitated by working with a narrowed scope of options that are specifically individualized to the consumer.

Maybe all one can do is hope to end up with the right regrets. ~Arthur Miller

# Decision Support



# Decision Support as Key



- Serving Private Pay and Low Income (*Only 20% of the customers we see go on to publicly funded services*)
- ***That means:*** we need to get really good at decision support to help prevent or delay deep end service utilization

*What tools do you use?*

# Building Blocks for Decision Support

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- **Firm foundation in quality information and referral/assistance**

- Many ADRCs requiring AIRS certification

- **Lessons to be learned from the disability community**

- Person-centered planning
  - Peer counseling
  - Self Direction

# Building Blocks for Decision Support

## ■ Tools to assist families in decision making

- Exploring choices together on paper
- Action steps outlined for Individual and their family

## ■ Learning through practice and experience

- Can't learn “art” from a text book
- Decision support in difficult situations and complex family dynamics



# Core Competencies: AOA

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1. Determining the need
2. Assessing values and preferences
3. Understanding and educating about public and private resources
4. Demonstrating respect for self-determination
5. Encouraging future orientation
6. Following-Up

# Something to keep in the back of your mind about competencies....

## ■ AoA Currently Engaged in Exploring Competencies Across the Long-Term Services and Supports Workforce

- ▶ National Resource Center for Participant Directed Services (NRCPS)
- ▶ Competencies Project building on DOL model
- ▶ More explicit integration of principles and competencies related to participant-direction

# Who Provides It?

- ▶ Types of professions that are a natural fit?
- ▶ Variety
- ▶ Consistency



# Who Benefits From It?

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- Need help to sort out options-Flags
- Multiple Choices of Services/Providers
- Are at a “fork in the road” decision
  - ▶ Do I move or bring services into my home?
  - ▶ Can I go back to work and keep my benefits?
  - ▶ What am I going to do now that high school is over?
  - ▶ A crisis has happened...what is next?

# Where Does It Happen?

- Over the phone
  - During a visit to someone's home
  - In the ADRC offices
  - At a hospital or other medical setting
  - Other examples?
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- Who is included in the conversation?
    - ▶ Family
    - ▶ Friends
    - ▶ Family Meeting



# Questions So Far?

# Norman Rockwell's World



# Video Break



## ■ Education Model of Options Counseling

- ▶ Helpful for those asking for resources
- ▶ Helpful for those ready to take action when empowered with information and guidance
- ▶ Decision Support is logical



# Main Components: The “How”

- Welcome
- Discovery
- Exploring Resource Options
- Action Plan Development
- Follow-up



# Welcome

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## ■ Introduction

- ▶ “ADRC....this is Suzie”
- ▶ Welcoming, Affirming - “You called the right place!”
- ▶ Confidentiality



# Your Conversations Include:

- Professional greeting, warm tone of voice, kind courteous with appropriate language
- Built rapport, un-hurried and calm
- Allowed caller to communicate in their own style
- Use open ended questions, affirmations, reflections and summary (OARS)



# The Welcome: Clarify Your Role

## ■ Introduce your role—Establish Rapport

- ▶ “If it’s ok with you, I’d like to take a minute or two and let you know how our service works...”
- ▶ “At the ADRC I have access to a wide variety of information about services and programs, but I’ll need your help to learn from you what is happening (what prompted you called today) and we’ll sort thru options and you’ll decide what might work best for you...”

# Discovery

- Process - Getting to know  
Presenting problem and needs  
(Listening, Clarifying)
  - ▶ What brought you here today?
  - ▶ What the things that concern you most today?
  - ▶ “In what ways has \_\_\_\_\_ interfered with your life?”
  - ▶ What would you most like to know about”
  - ▶ “Tell me more...”



# Discovery (cont.)

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- Learn more about....
- Challenges, strengths, perspective
  - How much do you know about....”
  - What have you tried before?
  - How did that worked (not work)?
- ▶ “Tell me more...”
- ▶ Tools: Menu For Life, Maine Veterans, First Contact, Path

# Did I Do This?

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- Identify and clarify the individuals needs
- Explored beyond the presenting problem
- Focused on assets as well as needs
- Helped the individual view the situation from a variety of perspectives
- Summarize situation
- Checked for understanding

# Scenarios

- Divide into groups
- Read thru the scenario
- Decide roles
  - ▶ Customer
  - ▶ ADRC staff
  - ▶ Record taker
- Keep track of...
  - ▶ Greeting
  - ▶ Description of roles
  - ▶ Open-ended questions
  - ▶ What preferences or values were identified
  - ▶ Service Options
  - ▶ Plan
  - ▶ Follow up



# Let's Try: Harry and Maria

## ■ Profile

- ▶ Welcome
- ▶ Role
- ▶ Discovery



# Research Resources, Services, Options

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- What services might fit their needs and situation
- Is availability of the service an issue?
- Do they have financial needs or are they able to pay for services privately?
- Do these services exist or are their waiting lists?
- Unmet needs? (Rural transportation)

# Research Resources, Services, Options

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- Help to stay at home
  - ▶ Lawn Care
  - ▶ Personal care/Housekeeping
  - ▶ Meals
- Support Groups
- Housing options
- Assistive Technology
- Medical bills

# Unmet Need... Lack of Service Options



# Creating a “Menu” of Options

- We could talk about \_\_\_\_\_ or \_\_\_\_\_ or \_\_\_\_\_.
- Where would you like to start first?
- Which of these three options appeals the most to you?



# Focus on Individual Preferences

- Options Counseling a Person-Centered Approach
- Is cost important? Or...
- Is proximity to family and friends important? Or...
- Is autonomy in hiring my own providers important? Or..
- Is hiring caregivers through and agency important? Or...
- Is the quality of the services important?



*Taking my corgi with me is most important?*

# Evaluate Pros and Cons: Decision Balance

- What are the goods and not so goods of each option?
- Do the benefits fit the individuals values and preferences?
- What would life be like if you chose this option?
- What additional information would you need to choose? Provides several options (if available) careful not to overwhelm
- **Tools:** Excel, LTC Continuum



# Evaluate Pros and Cons

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- Consider family and friends (if appropriate)
- Helped individual apply their preferences to the options available
- Consider short and long term goals
- Consider the Costs of each scenario-How long will your money last with each option.

# Action Plan: Apply Service Options to Preferences

## ■ Action Steps

- ▶ Where would you like to start?
- ▶ What are your priorities to handle first?
- ▶ Who can help with these steps?
- ▶ What other assistance might you need to get these things done?
- ▶ Can I call you back to follow-up on whether these worked?
- ▶ Tool: Action Plans

# Develop Next Steps



- Closed conversation knowing what is happening next
- Is the person ready to act?
- Did you promise to help in any way? Make calls, connections?
- Is it clear who is going to do what?
- Did you offer to provide information in writing?
- Is there a plan to follow up with the individual?

# Follow Up

- Purposes
  - ▶ Check-in
  - ▶ Explore
    - What happened
    - What didn't happen
    - What changed
  - ▶ Reestablish rapport
  - ▶ Restate role
  - ▶ Initiate Options Counseling again



# More on Follow Up

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## ■ When...

- ▶ Multiple referrals
- ▶ Complex situations
- ▶ Next steps were dependent on information mailed
- ▶ Next steps were dependent on discussions with others
- ▶ Professional judgment
- ▶ Other reasons?

## ■ Written Policy

# Let's Try

- Profile
  - ▶ Research
  - ▶ Menu of Options
  - ▶ Preferences
  - ▶ Pro's and Con's
  - ▶ Tools: Excel, Action Plan Tools



# Evaluate Your Conversation!

- How did they respond?
- How did you present yourself?
- How would you rate yourself?
- Smile in your voice?
- Good Listener?
- Did they Volunteer Information?
- Did you pressure them?
- How ready are they for change?
- Did you feel responsible for choices?
- Do they know what they will do next? May be nothing.
- Did you leave feeling you built a relationship?
- Would they recommend you to a neighbor or friend?

# Norman Rockwell Meets Edward Munch





# When Choices Narrow

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- A Not So Perfect World
- How can you still do Options Counseling?
- How might it still be effective?
- How do you change your goals?

# Motivational Interviewing



# A Communication Strategy

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- Motivational Interviewing is a collaborative, person centered form of guiding to elicit and strengthen motivation for change
- William R. Miller Ph.D. and Steven Rollnick Ph.D. developed this approach
- Research - University of Wisconsin, Dr. David Rosenthal
- MINT trainer Debra Murray, Viterbo College, Wisconsin

# Motivational Interviewing

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## ■ Use of communication strategies

- ▶ Open-ended questions
- ▶ Affirmations
- ▶ Reflective Listening
- ▶ Summarize
- ▶ Roll with resistance
- ▶ Engage in “change talk”
- ▶ Support self-efficacy
- ▶ Tool: Conversation Guide, Stages of Change, Readiness Ruler

# Wisconsin: What Callers Want

## ■ Information & Assistance/Options Counseling Research Project

- ▶ Dr. Amy Flowers
  - Analytic Insight
- ▶ Focus Groups
- ▶ Interviews with ADRC Directors and Supervisors
- ▶ Development of Survey Tool



# Amy Flowers Continued

- ▶ Testing the Survey Tool
- ▶ Administering the survey
  - 1653 completed interview

## ■ Analyzing the data

- ▶ Similar concepts - Domains
- ▶ Correlation with overall satisfaction
- ▶ Sample size - target 100 each ADRC
- ▶ Weighted/Un-weighted responses
- ▶ Surveyed individuals who had received I&A/OC in past 6 months



# What Our Customers Want

*From the research 5 questions emerged as key drivers in the area of measuring satisfaction and the willingness to recommend the ADRC:*

- ▶ Overall, how would you rate your experience with the Resource Center?
- ▶ Did the ADRC meet, exceed or not meet your expectations?
- ▶ The ADRC made it easy to access the information needed?
- ▶ How useful was the help you received?
- ▶ How would you rate the Center's ability to help you resolve your situation?
- ▶ Overall, how would you rate your experience with the Resource Center?



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### Personalization

Consideration for the customer's and their family's individual needs and circumstances, following up to see how they were doing

a

### Accessibility

Convenience of location and hours, ease of finding the phone number

c

### Culture of Hospitality

Responsiveness, courtesy and privacy when talking to staff

k

### Knowledge

Offering knowledge about a wide range of services and offering the customer easy access to information

g

### Guidance

Explaining each step clearly, helping to navigate the system and fill out paperwork

e

### Empowerment

Helping the customer to explore their choices, weigh the pros and cons, and connect to needed services



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***Great Leaders.....released the  
creative spirit trapped inside  
stifling bureaucratic systems...***

**Kouzes & Posner**

# Your ADRC Journey

- Experience is a teacher
- Continue to learn
- More challenges are coming
- Learn from our customers
- Support each other



# The Challenge

- Access: We don't want people to have to “stumble” into us-they need to know who we are and what we do
- Identification: We don't want people to have to say the right words to get options counseling-this is our burden not theirs
- Consistency: We don't want it to be the luck of the draw- high quality service shouldn't be dependent on where you live or who answers the phone-training, coaching, quality measures
- Money: Doing this within our current resources
- We Ain't Seen Nothing Yet: The growing demographic, generational differences, expectations for service

# Why This Matters

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- Older adults and adults with disabilities face tough choices every day
- We have a unique opportunity to impact private pay individuals before a crisis and during transitions
- We are all about prevention: nutrition, falls, chronic illness, dementia, caregiver supports
- Amy Flowers research showed that costumers who were not satisfied -didn't call back, we miss our chance

# Lessons From The Field

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## ■ People are most satisfied when..

- ▶ They can find us easily
- ▶ They are listened to
- ▶ They are presented information that is individualized
- ▶ They talk with one highly skilled person through the whole process
- ▶ They have support with decision making BUT they clearly make the decision themselves
- ▶ Someone checks latter to see if things are going okay

# Dream



# Conclusions

- Did we meet your expectations?
- Unanswered Questions?
- What was most helpful?
- What more might you need?



# We Gave You Tools to Try

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## ■ Tools that support the process

- ▶ Motivational Interviewing
- ▶ Family Meeting Guides
- ▶ Excel Tools
- ▶ Path of Person Centered Planning
- ▶ Resource Centered
- ▶ Communication Guides
- ▶ I & A First Call/Contact Guide



# Resources

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- Administration on Aging
  - ▶ [www.aoa.gov](http://www.aoa.gov)
- Technical Assistance Exchange - The Lewin Group
  - ▶ [www.adrc-tae.org](http://www.adrc-tae.org)
- National Association of States United for Aging & Disabilities
  - ▶ <http://www.nasuad.org/index.html>
- Wisconsin – Office for Resource Center Development
  - ▶ <http://www.dhs.wisconsin.gov/ltcare/adrc/professionals/index.htm>